



NEHTA Strategic Plan

2009/10 to 2011/12

November 2009

A plan articulating how NEHTA will support the national vision for e-health

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Executive Summary

Background

Over the next 3 years, the National E-Health Transition Authority (NEHTA) will deliver key components of the National E-Health Strategy, endorsed by Australian Health Ministers in late 2008. The Strategic Plan articulates how NEHTA will support the National E-Health Strategy within its current mandate and sets a clear vision for e-health in Australia:

To enhance healthcare by enabling access to the right information, for the right person, at the right time and place.

NEHTA's work program will provide national infrastructure and accelerated adoption supporting this strategic direction, and build towards a future Individual Electronic Health Record (IEHR) service.

NEHTA's Purpose, Mission and Priorities

NEHTA's Purpose Statement specifically identifies how it will support the National E-Health Strategy.

*To lead the uptake of e-health systems of national significance; and
To coordinate the progression and accelerate the adoption of e-health by delivering urgently needed integration infrastructure and standards for health information.*

To achieve, this purpose, NEHTA's Mission Statement clearly states how NEHTA will approach these tasks.

NEHTA is the lead organisation supporting the national vision for e-health in Australia; working openly, constructively and collaboratively with consumers, providers, funders, policy makers and the broader healthcare industry; to enable safer, higher quality, accessible, equitable, efficient and sustainable healthcare.

Four strategic priorities form the basis of NEHTA's work program and define NEHTA's role in adoption, implementation and informing the e-health landscape:

- 1. Urgently develop the essential foundations required to enable e-health.** This priority stresses the need to deliver essential e-health services such as Healthcare Identifiers (HI), secure messaging and authentication, and a clinical terminology and information service. These will form the backbone of Australia's e-health systems.
- 2. Coordinate the progression of the priority e-health solutions and processes.** Some e-health solutions and processes provide the greatest opportunity to improve health practice and deliver benefit. Priorities include referrals and discharge, pathology and diagnostic imaging and medications management.
- 3. Accelerate the adoption of e-health.** It is critical to increase the awareness and uptake of e-health initiatives by the various stakeholder groups, through collaboration and communication programs, incentives and implementation support.
- 4. Lead the progression of e-health in Australia.** This priority reflects that NEHTA has a significant role in leading the direction of the current and future state of e-health in Australia, including future initiatives and the impacts on privacy and policy.

NEHTA is devoting its efforts and priorities to achieving the objectives outlined in the plan. Through the development of resources and their capabilities, NEHTA will continue progressing the essential foundations and leading edge solutions for the development and delivery of e-health for the Australian healthcare system.

1 Introduction

1.1 Background

NEHTA is a company established by the Australian, State and Territory governments in 2005 to develop better ways of electronically collecting and securely exchanging health information. As a collaborative vehicle, NEHTA has been assigned responsibility for a number of related projects, all aimed at establishing the foundations for the widespread and rapid adoption of electronic health (e-health) across the Australian health sector.

E-health is the electronic collection, management, use, storage and sharing of healthcare information. This information can include individual items such as test results, discharge summaries, vaccination history, medication history and diagnoses, to comprehensive medical records which keep all of this information about a person in one place. The governments of Australia recognise that e-health and an Individual Electronic Health Record (IEHR) service are vital to the achievement of major health reform in the next decade.

E-health systems that can securely and efficiently exchange data can significantly improve how important clinical and administrative information is communicated between healthcare providers. As a result, e-health systems have the potential to unlock substantially greater quality, safety and efficiency benefits. E-health has the capacity to benefit all Australians – individual consumers, healthcare providers and healthcare funders.

1.2 Benefits

The benefits of a national e-health system are far reaching for consumers and healthcare providers alike:

- Improved safety and quality of healthcare in Australia
- Increased involvement of consumers in their own health
- Improved access for healthcare providers to reliable health information when and where it is needed
- Enhancing shared care of complex medical problems and chronic disease
- Reducing the burden on Australia's health sector through better health management
- Encouraging innovation to deliver improvements in health sector productivity
- Improved healthcare planning by ensuring resources are directed to where they are needed most
- Saving lives through better decision support, increased access to information, and reducing adverse events

1.3 Rationale

There have been multiple reviews and documents released which aim to articulate an approach to e-health implementation and adoption in Australia. Most recently the National E-Health Strategy which was endorsed at the Australian Health Ministers' Conference in December 2008, and various other reports and publications which have provided insight into e-health systems in Australia.

The Governments of Australia have identified the need to move to an IEHR and have progressed this by endorsing the National E-Health Strategy. While NEHTA is not responsible for delivering all aspects of the Strategy, this document articulates how NEHTA will support and align to the National E-Health strategy, by highlighting a series of forward looking strategic priorities and initiatives, focussing on the national infrastructure and adoption support required for a future individual electronic health record.

1.4 Strategy Approach

In order to drive a way forward, this Strategic Plan provides a structured framework that will direct the organisation over the next three years. A top-down approach starting with NEHTA's vision and mission statement, flowing down into strategic priorities that are supported by initiatives articulated in a strategic roadmap, is used to structure the content of this document.

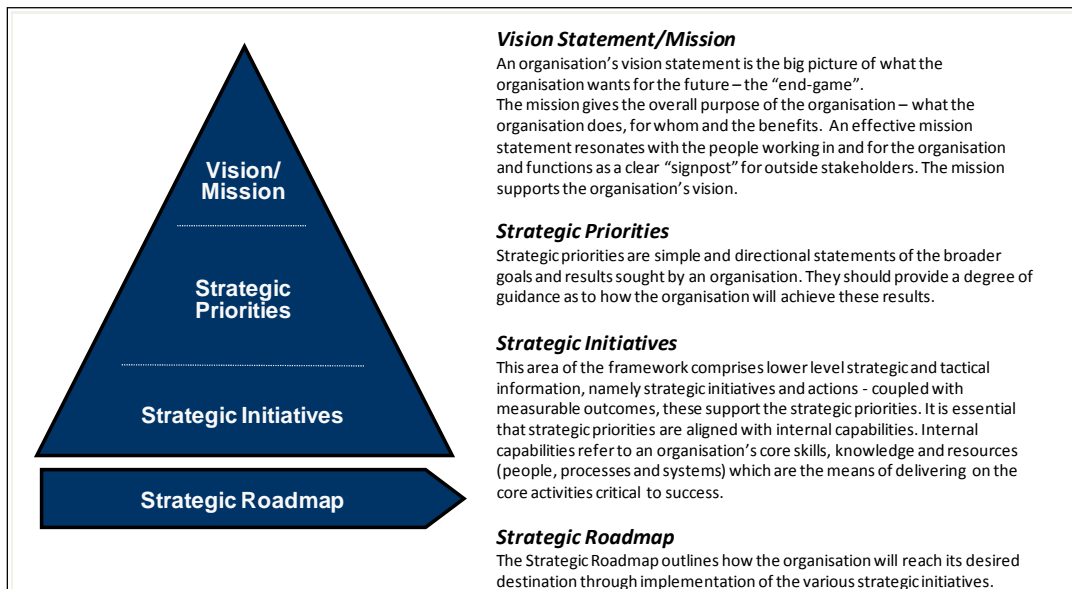
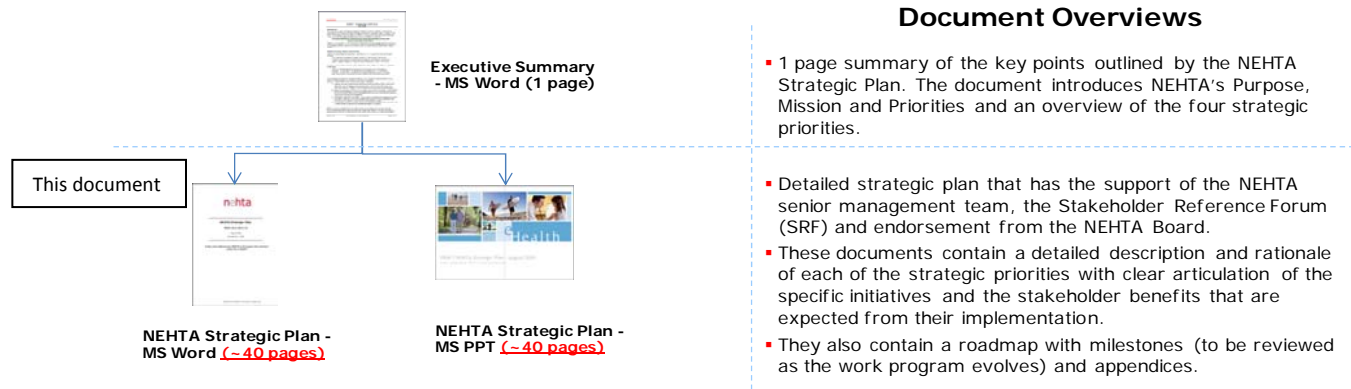


Figure 1 - Strategic Framework for NEHTA

1.5 Document Structure

The NEHTA Strategic Plan is made up of the documents depicted below.



2 NEHTA – Vision, Purpose and Mission

In developing a Strategic Plan it is essential to ensure that the overarching goal and objectives are clearly articulated. This then provides the basis of all work in the organisation and serves to motivate staff, management and executives to work collaboratively with the organisation's stakeholders to achieve the desired outcomes.

2.1 Purpose Statement

Since its establishment, there has been a misalignment between NEHTA's current direction and the expectations of the various stakeholder groups. As the organisation evolves it is important to ensure a foundation exists for "what" the organisation has been put in place to deliver.

***To lead the uptake of e-health systems of national significance;
and
To coordinate the progression and accelerate the adoption of e-health by
delivering urgently needed integration infrastructure and standards for
health information.***

The first sentence describes that NEHTA will coordinate and manage ("lead") the uptake of e-health systems which are of a high priority, interoperable and scalable ("national significance").

The second statement describes what NEHTA will deliver in order to enable progression of e-health in Australia; the essential integration infrastructure and standards required to enable interoperability between e-health systems across geographic boundaries.

2.2 Mission Statement

Supporting the purpose is NEHTA's mission statement. This sets the agenda for how the organisation will work in order to deliver on the organisation's purpose.

NEHTA is the lead organisation supporting the national vision for e-health in Australia; working openly, constructively and collaboratively with consumers, providers, funders, policy makers and the broader healthcare industry; to enable safer, higher quality, accessible, equitable, efficient and sustainable healthcare.

The mission clearly states NEHTA's leading role in supporting the national vision for e-health, and describes the organisation's approach to working with the key stakeholders of the organisation. The mission also clearly highlights the key outcomes which are enabled through the implementation and adoption of e-health systems.

2.3 Vision Statement

NEHTA is not mandated to deliver all aspects of the National E-Health Strategy. As stated in the mission statement, it is the lead organisation supporting the national vision, and is therefore, devoting its efforts and priorities to achieving a strong vision for the future:

To enhance healthcare by enabling access to the right information, for the right person, at the right time and place.

3 Strategic Priorities

NEHTA's Strategic Plan is an operational plan articulating how NEHTA will support the national vision for e-health. The purpose and mission statements are supported by four strategic priorities; these are simple and directional statements of the broader goals and results sought by the organisation and guided by the vision.

In defining the strategic priority areas for NEHTA, an analysis was conducted of multiple public domain reports which describe the current state of e-health in Australia. Multiple recommendations, priorities, initiatives, issues, concerns and principles are documented in these reports. These were all collated and grouped to form four high level priority areas for NEHTA.

1. *Urgently develop the essential foundations required to enable e-health.*

This priority stresses the need to deliver essential e-health services such as Healthcare Identifiers (HI), secure messaging, authentication, and clinical terminologies. These will form the backbone of Australia's e-health systems.

2. *Coordinate the progression of the priority e-health solutions and processes.*

Some e-health solutions and processes provide the greatest opportunity to improve health practice and deliver benefit. Priorities include referrals and discharge, pathology and diagnostic imaging and medications management.

3. *Accelerate the adoption of e-health.* It is critical to increase the awareness and uptake of e-health initiatives by the various stakeholder groups, through collaboration and communication programs, incentives and implementation support.

4. *Lead the progression of e-health in Australia.* This priority reflects that NEHTA has a significant role in leading the direction of the current and future state of e-health in Australia, including future initiatives and the impacts on privacy and policy.

Each strategic priority is then underpinned by a set of strategic initiatives, which articulate the specific activity required in order to deliver on the outcomes of the four priority areas. Strategic priorities are measured by the success of their associated underlying strategic initiatives.

The strategic initiatives articulate specific actions and tactical information which guides the NEHTA work program. Each initiative contains a specific set of actions, defined owners and is used to measure success against its associated strategic priority.

In the context of NEHTA, a complete map of the purpose, mission, vision statement, strategic priorities and initiatives is depicted on the following page.

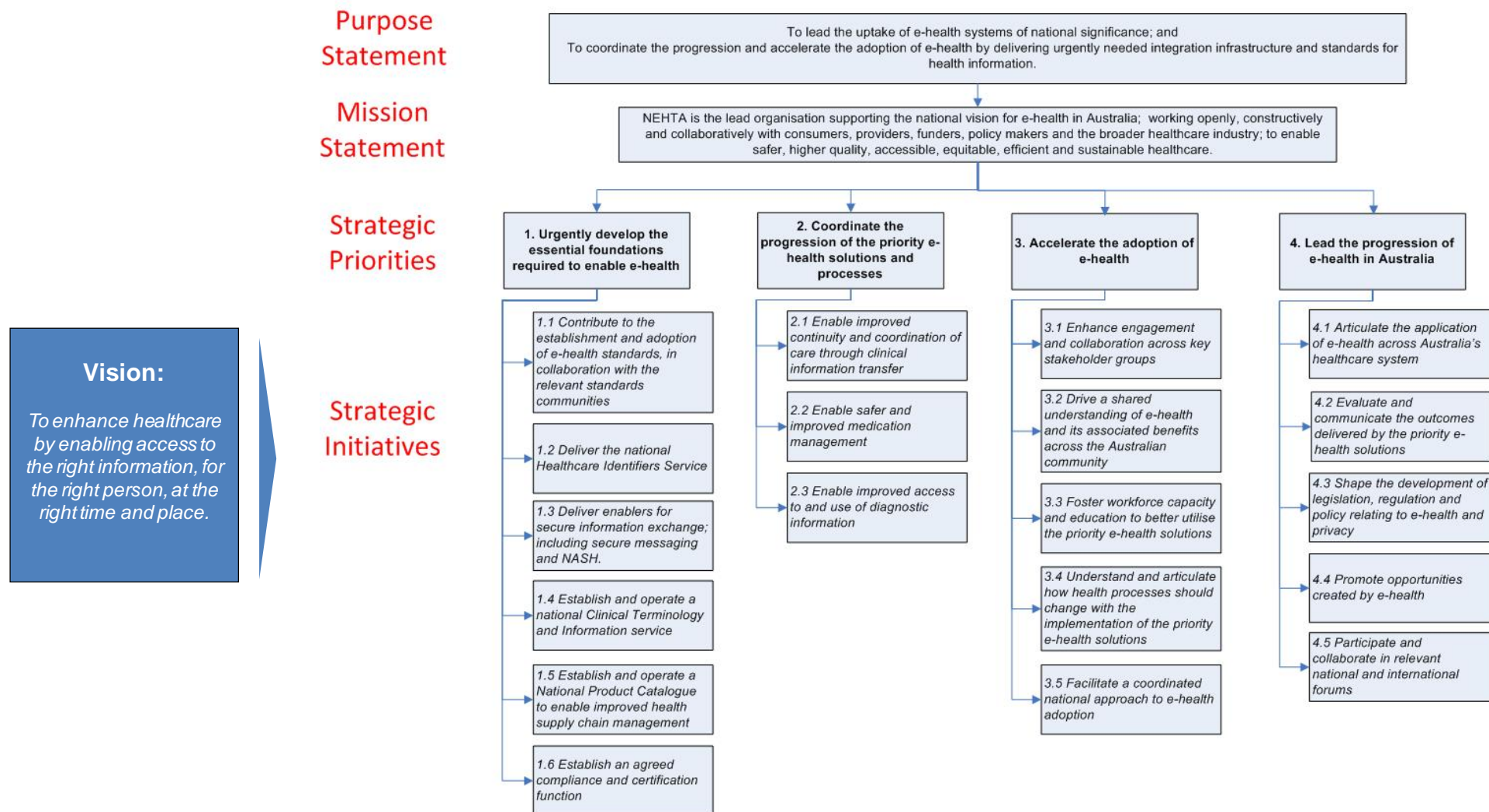


Figure 2 - NEHTA Strategic Priorities and Initiatives

3.1 Priority 1: Urgently develop the essential foundations required to enable e-health

Interoperability across health sectors and geographical boundaries is a core requirement to enable information sharing across e-health systems. These foundations form the initiatives within this priority area – such as the Healthcare Identifiers (HI) service, standards for secure messaging, authentication and consistency in terminologies.

This priority stresses the need to continue with the current foundation services which will form the backbone of Australia's e-health system. The National E-Health Strategy outlined a number of recommended work streams to streamline the development of e-health in Australia. This strategic priority is closely linked to the "Foundations" work stream outlined in the National E-Health Strategy, and demonstrates how NEHTA will support its development.

The strategic initiatives that underpin this strategic priority are:

- 1.1 Contribute to the establishment and adoption of e-health standards, in collaboration with the relevant standards communities
- 1.2 Deliver the national Healthcare Identifiers Service
- 1.3 Deliver enablers for secure information exchange; including secure messaging and the National Authentication Service for Health (NASH)
- 1.4 Establish and operate a national Clinical Terminology and Information Service
- 1.5 Establish and operate a National Product Catalogue (NPC) to enable improved health supply chain management
- 1.6 Establish an agreed compliance and certification function

3.1.1 Anticipated Stakeholder Benefits

Consumers	<ul style="list-style-type: none"> Information relevant to the patient's care may be sent directly to or accessed by the patient or the patient's healthcare provider accurately, securely and electronically. Confidence in the care process, allowing sharing of core patient health information across healthcare providers and organisations. Assurance that a patient's healthcare providers are utilising certified systems which will enable reliable access to and transfer of the best available health information.
Providers	<ul style="list-style-type: none"> Certainty of identification. Accessing the patient data using the HI will enable collection and collation to act on the best available data about the patient. Communication is carried out directly between applications using processes and infrastructure which are interoperable and provide the confidence to act on the best available data. Standardised clinical information and terminology enhances health information recording and interpretation, thus improving decision support. Confidence that products and software systems purchased and used to deliver health services are compliant to a nationally accepted standard.
Funders	<ul style="list-style-type: none"> Improved administration efficiencies and a reduction in adverse events due to incorrect identification. Improvement in costs, economic savings and revenue planning. Secure exchange of e-health information, allowing the priority e-health processes to be delivered. Thus improving information and data transfer. Reduced cost of health services provision through better deployment of health services resulting from efficient health care delivery, including improved supply chain management and administrative efficiencies. Consistency in health information exchange leading to improved safety and quality outcomes and pro-active health planning and resource management.
Policy Makers	<ul style="list-style-type: none"> Ability to develop a policy framework for the management and exchange of healthcare information that applies to all Australian states and territories. National security and policy standards for messaging in healthcare settings are embedded in systems in use across the sector, providing rich, accurate and timely data to enable more informed health planning and delivery.
Industry	<ul style="list-style-type: none"> Interoperability between e-health products sourced from different suppliers. Standardised clinical information and terminologies enabling certainty around product development and longevity. Systems developed meet agreed specifications and are able to interoperate with the national infrastructure and other compatible systems.

Table 1 - Stakeholder Benefits of Strategic Priority 1

3.1.2 Strategic Initiatives

Initiative 1.1 - Contribute to the establishment and adoption of e-health standards, in collaboration with the relevant standards communities

Rationale

The lack of clear standards makes it difficult for vendors to develop software applications that can support a broad range of communication within the health community. NEHTA will need to develop the specification, ensure it becomes a national standard and then assist and support its adoption. A key measure of success will be the extent to which the standards are taken up and utilised.

Description

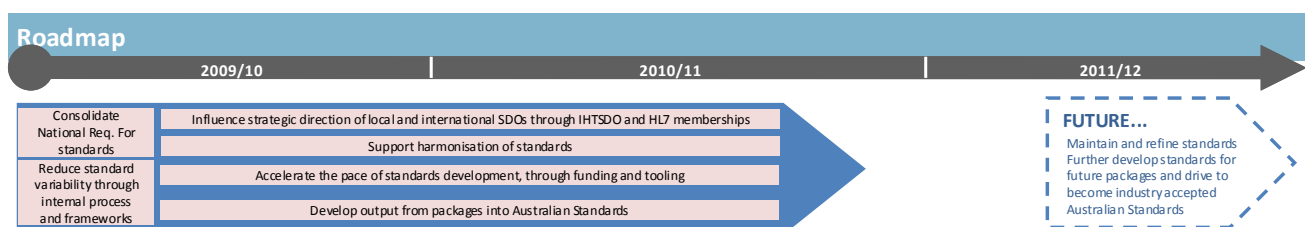
Seamless flow of information across the health sector is essential to healthcare delivery and reform in the future. Nationally defined standards, and their adoption within products developed by industry, will help instil confidence that products are fit for purpose, and are interoperable across healthcare providers.

Planned Actions

1. Consolidate and communicate national requirements for standards; identify, agree and recommend which standards are appropriate for adoption in Australia;
2. Reduce variability in standards implementation by specifying and profiling key standards and developing guidelines for implementation;
3. Support harmonisation of standards – to reduce the number and inconsistency of approaches. Standards adopted should be consistent with international standards and Australian variations are developed only when required;
4. Accelerate the pace of standards development through provision of funding and tooling which can support more rapid development of sophisticated standards in collaboration with industry;
5. Influence the strategic direction and governance of Standards Development Organisations (SDO) – through membership in Standards Australia and other relevant SDOs, including the International Health Terminology Standards development Organisation (IHTSDO) and Health Level 7 (HL7); and
6. Ensure that NEHTA-developed specifications are progressed through Standards Australia to become national standards, with support provided for their adoption and utilisation in industry.

Owner

Head of Strategy and E-Health Architecture



Initiative 1.2 - Deliver the national Healthcare Identifiers Service

Rationale

Healthcare Identifiers are a key enabler for delivering e-health solutions in Australia. Communication within, between and across the multitude of private and public healthcare providers and systems has no single method of accurately and reliably identifying either the individuals receiving healthcare, the healthcare providers or the organisations managing care and associated reports such as pathology reports or diagnostic images.

Description

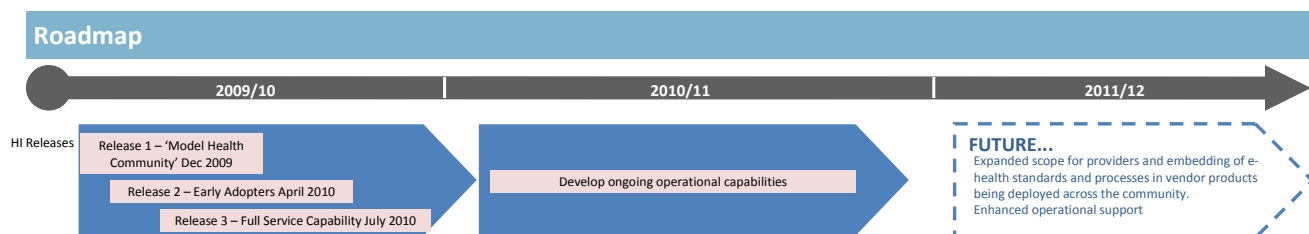
To improve the accuracy and consistency of identification - NEHTA will provide a national infrastructure solution that enables the centralised management of national identifiers for individuals, providers and organisations in the healthcare sector.

Planned Actions

1. Healthcare Identifiers (HI) Service release 1 – ‘Model Health Community Release’ December 2009: Develop core functionality to demonstrate end-to-end capabilities of the HI service to key stakeholders;
2. HI Service release 2 – ‘Early Adoption Collaboration’ April 2010: Assign Healthcare Identifiers for healthcare providers, organisations and individuals and support their use in initial release – controlled release to support collaboration projects, and;
3. HI Service release 3 – ‘Fast Follower Collaborations’ July 2010: Support the use of Healthcare Identifiers by all healthcare providers, organisations and individuals nationally and continue to develop operational capabilities to ensure ongoing support and identifier usage.

Owner

Head of National Infrastructure Services



Initiative 1.3 - Deliver enablers for secure information exchange; including secure messaging and the National Authentication Service for Health (NASH)

Rationale

Currently, applications used by healthcare providers are not able to communicate consistently and effectively across organisational boundaries with other applications in a way that supports the specific clinical processes involved. Healthcare organisations and individuals need to be assured that patient information transmitted electronically will be secure, and only accessed for authorised individuals.

Description

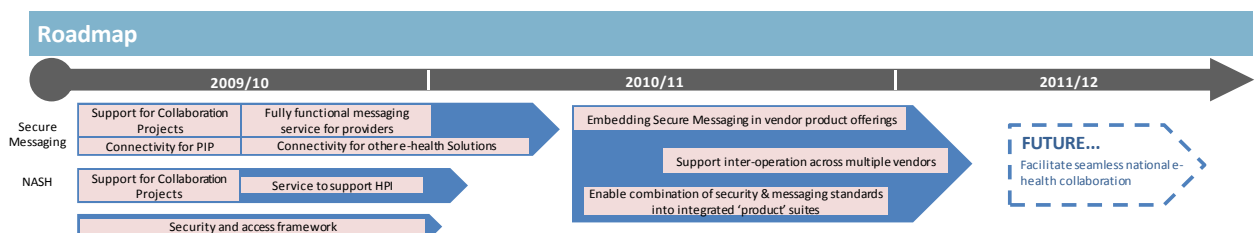
The ability to electronically transfer health information between healthcare providers and/or organisations in a standardised manner is fundamental to Australia's ability to adopt e-health solutions. NEHTA will develop a combination of messaging, authentication and security standards with supporting infrastructure in order to enable efficient exchange of health information between all Australian healthcare providers and/or organisations.

Planned Actions

1. Secure messaging allows the transfer of electronic health information between healthcare providers and/or organisations;
 - i. Support for collaboration projects.
 - ii. Enable a fully functional messaging service for providers.
 - iii. Connectivity for e-health solutions.
2. The NASH ensures that transactions are private, traceable and only conducted by known identities;
 - i. Support for collaboration projects.
 - ii. Service supporting Healthcare Provider Identification, by authenticating providers.
3. To establish a framework to address the security and access management aspects and provide information and guidance on obligations.

Owner

Head of National Infrastructure Services



Initiative 1.4 - Establish and operate a national Clinical Terminology and Information Service

Rationale

Each year, an increasing number of adverse events occur due to inaccurate, misinterpreted information communicated across the health sector. The delivery of a standard clinical language for use across health information systems can therefore be a significant step towards improving the quality and safety of healthcare, by enabling unambiguous communication and interpretation across different healthcare settings.

Description

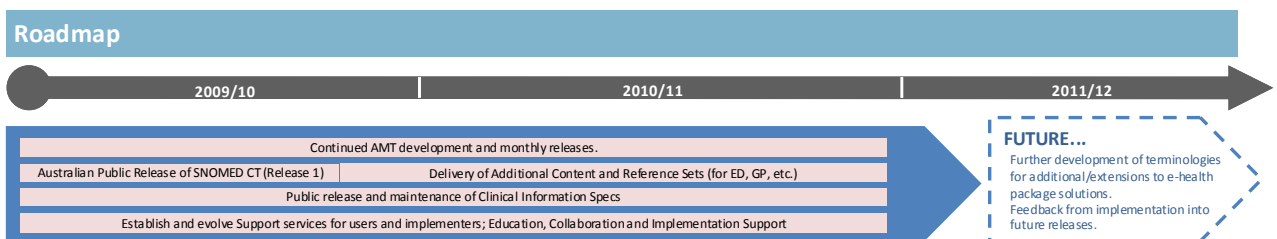
The Clinical Terminology and Information program delivers a common, coded national clinical language suitable for describing diagnoses, procedures, therapies, medications and other clinical concepts. Clinical language must be accurately and consistently recorded and interpreted by all health systems and the providers that interact with them to ensure the safe electronic exchange of clinical information. NEHTA will support the adoption and implementation of clinical terminology and information across the health sector.

Planned Actions

1. Development, Release and Maintenance of Clinical Terminology products (SNOMED CT-AU and AMT);
2. Development, Release and Maintenance of Clinical Information products and specifications;
3. Establish and provide support services for users and implementers; and
4. Stakeholder Engagement, Education and Collaboration

Owner

Head of Solutions Development



Initiative 1.5 - Establish and operate a National Product Catalogue (NPC) to enable improved health supply chain management

Rationale

A system is required which will ensure information required for procurement of medicines, medical devices and healthcare products will come from one electronic source, thereby ensuring consistency of information across all organisations utilising the same source of information. This will significantly reduce the chance of introducing erroneous data into procurement transactions and the errors and costs these cause.

Description

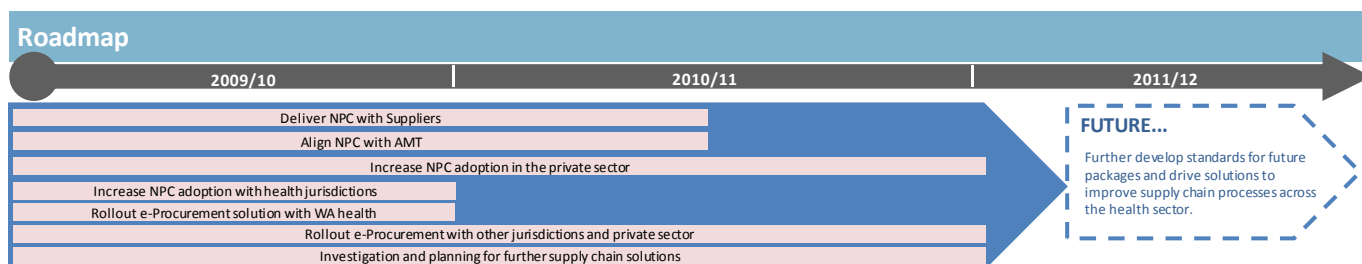
Improving the supply chain process in Australia's healthcare sector will enhance patient outcomes by ensuring that the right product is available at the right time in the right place. A major component of this program is the establishment and population of the NPC, a central electronic repository of all medical products that is input and maintained by suppliers. This catalogue is a mechanism to provide a foundation of current, standardised and synchronised data that is the basis for further components of the program including e-Procurement and business intelligence.

Planned Actions

1. Deliver the NPC working with suppliers so that they are populating the NPC with product offerings;
2. Alignment of the NPC with the Australian Medicines Terminology;
3. Increase the adoption of the NPC by the private sector;
4. Extension of the adoption of the NPC with health Jurisdictions;
5. Rollout the e-Procurement solution with WA Health;
6. Rollout the e-Procurement solution across other Jurisdictions and promote uptake by the private sector; and
7. Investigation of further supply chain solutions for health, which may be leveraged from international experience and other industries.

Owner

Head of National Infrastructure Services



Initiative 1.6 - Establish an agreed compliance and certification function

Rationale

There is a fragmented and uncoordinated approach to certification and testing of e-health systems, making it difficult for users, purchasers and vendors of e-health systems to have confidence in the ability of their systems to share information. There is currently a significant gap in the current mechanisms, or a lack of mechanisms, for certifying products and vendors that are “fit for purpose” and comply with national e-health standards and processes.

Description

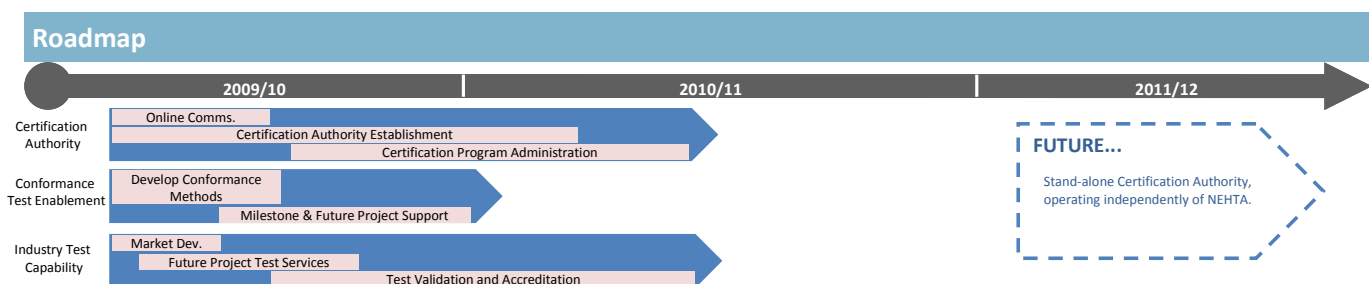
A national certification and compliance function is required to test and certify that e-health solutions comply with national e-health standards and processes. The certification function will inform users that e-health solutions adhere to the appropriate Australian standards, and that products are “fit for purpose”.

Planned Actions

1. Establish a national certification authority function for e-health software, responsible for certifying products and implementations compliant with NEHTA specifications;
2. Develop compliance and conformance tests for NEHTA specifications, and a methodology for establishing the scope of compliance and conformance required in each case;
3. Develop and implement a strategy for encouraging and growing industry test capability in support of compliance and conformance testing;
4. Develop the interim product and vendor compliance registry function within NEHTA and the associated adoption support.

Owner

Head of Strategy and E-Health Architecture



3.2 Priority 2: Coordinate the progression of the priority e-health solutions and processes

The priority e-health solutions and processes are a set of solutions designed to enable consumers, providers and the health industry to interact electronically. These solutions are built on the foundations described in strategic priority 1. These are areas where significant impact can be made to improve practice and deliver benefit, in particular regarding safety and quality.

The priority solutions have been selected because they relate to areas of high impact and can be made available early. These solutions have been identified to maximise clinical and social benefits through improvements in healthcare delivery. This strategic priority is closely linked to the “E-Health Solutions” work stream outlined in the National E-Health Strategy.

The strategic initiatives that underpin this strategic priority are:

- 2.1 Enable improved continuity and coordination of care through clinical information transfer
- 2.2 Enable safer and improved medication management
- 2.3 Enable improved access to and use of diagnostic information

3.2.1 Anticipated Stakeholder Benefits

Consumers	<ul style="list-style-type: none"> Improved confidence in the care process by sharing core patient information across the health sector. No requirement to carry paper referrals and discharges. Improved ability to understand and manage their medications. Improved ability to work with their healthcare providers to ensure optimal usage of prescribed and dispensed medications. Improved access to test results and related information by patients and carers which will improve self management of health conditions. Safer, better coordinated and more accessible care as a result of the improved accuracy, completeness and accessibility of personal health information.
Providers	<ul style="list-style-type: none"> Improved knowledge of best available patient medication history, enabling decision support when prescribing. Streamlined work patterns. Reduced errors in dispensing medication by pharmacists through electronic clinical information transfer and ordering. More informed decisions at the point of care as a result of better access to accurate and more complete consumer health information.
Funders	<ul style="list-style-type: none"> Reduced adverse events by optimising patient care across settings and enabling self-care and care in the community. Reduced patient admissions through sharing of information by providing access to safe, consistent data at the point of care. More effective management of scarce resources in medications management. Improved delivery of care. Reduced costs due to inappropriate prescribing. Improved health system efficiency by reducing the time to access, and the cost spent undertaking unnecessary or duplicated, tests.
Policy Makers	<ul style="list-style-type: none"> Establishment of a more complete and accurate set of data that can be analysed and used to determine more effective health policy and strategy outcomes. The potential to access comprehensive prescribing and dispensing information to support targeted policy making. Avoiding adverse drug reactions and events enabled by deployment of safety and quality standards in prescribing. Availability of comprehensive data for effective monitoring of health outcomes, prioritising clinical and administrative investment decisions, undertaking targeted research programs, and driving policy directions.
Industry	<ul style="list-style-type: none"> Congruence of nationally agreed formats for information transfer, resulting in reduced development costs and decreased fragmentation. Improved compliance with legislative restrictions at State and Federal levels. Creation of a new market for products and services; service and support opportunities.

Table 2 - Stakeholder Benefits of Strategic Priority 2

3.2.2 Strategic Initiatives

Initiative 2.1 - Enable improved continuity and coordination of care through clinical information transfer

Rationale

Incomplete information or inconsistent formats are common examples of deficiencies in clinical information transfer. The electronic exchange of discharge and referral information will improve communication, thus providing the best available clinical information in a consistent and timely manner. Patients requiring ongoing care from a range of providers will benefit as their health information can be better shared, enabling improved planning, treatment and communication by care providers.

Description

NEHTA will enable enhanced coordination of care by bringing together various programs delivering solutions in this area. Key to this initiative is enabling the structured electronic exchange of comprehensive and accurate patient information about a planned or previous healthcare event (across the health sector) to another provider, enhancing the patient's continuity of care.

Planned Actions

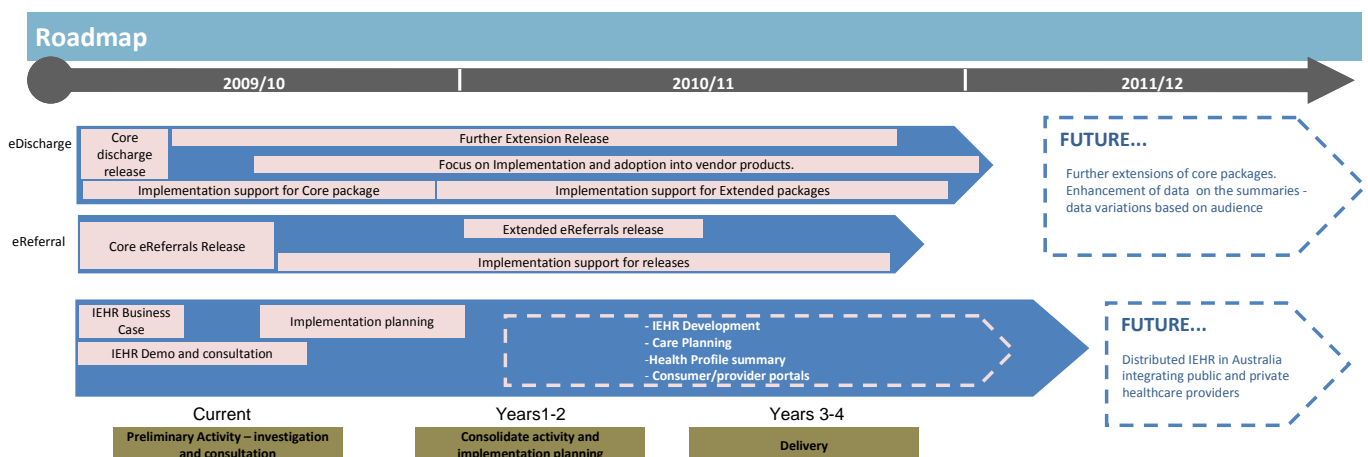
1. Development of specifications for the electronic exchange of discharge information. Including public release of the package and implementation support;
2. Development of specifications for the electronic exchange of referral information. Including public release of the package and implementation support;
3. IEHR – support the approval of funding for the IEHR business case; IEHR demonstration - consult, complete and communicate an IEHR demo to stakeholders and the broader public;
4. Stakeholder consultation and requirements gathering around opportunity areas such as consumer and provider portals, health profile summaries and shared care planning.

Owner

Head of Solutions Development

Head of Strategy and E-Health Architecture

Head of Clinical Unit



Initiative 2.2 - Enable safer and improved medication management

Rationale

Adverse drug events place a substantial burden on the healthcare system and the broader community through the increased cost of treating those affected by these events. The increase in chronic disease, coupled with the increasing use of pharmaceuticals to treat and support chronic disease, requires better ways to manage medications to reduce the cost of healthcare and increase health outcomes, specifically safety and quality.

Benefits range from reduced lost prescriptions, removing reliance on hand-written scripts resulting in reduced prescribing errors by and the ability to track whether prescriptions have been filled to determine whether patients actually receive the medication they need.

Description

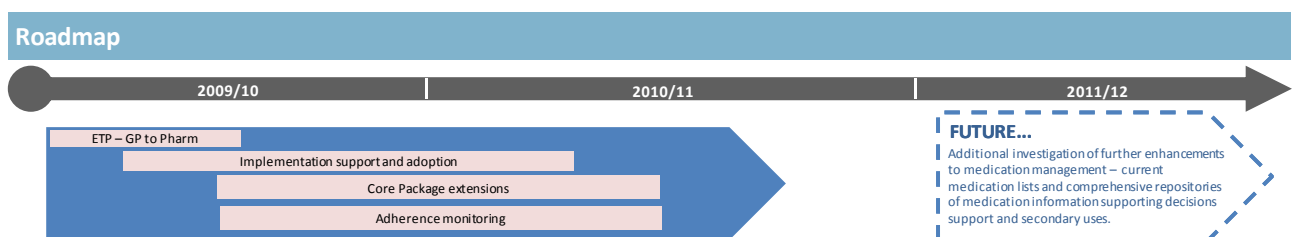
E-Medication Management will provide providers with the capability to send and receive standardised prescribing and medication information in a timely and consistent manner to support improvements in the safety and quality of healthcare.

Planned Actions

1. Finalise the Electronic Transfer of Prescriptions (ETP) specifications (general practice to community pharmacy);
2. Implementation support and adoption of Electronic Transfer of Prescriptions service;
3. Deliver further extensions to the core package expanding coverage to additional care settings;
4. Investigate and make recommendations upon effective secondary data captured – adverse events, abuse, repeat users; and
5. Deliver electronic Dispensed Medication Adherence Specifications.

Owner

Head of Solutions Development



Initiative 2.3 - Enable improved access to and use of diagnostic information

Rationale

Re-ordering diagnostic tests due to a lack of information regarding previous testing history is costly and time consuming for patients, the healthcare funders and providers alike. Improved access to electronic diagnostic information will minimise these costs and standards for message structure and connectivity for transmission of results will reduce variability of results and interpretation.

Description

This initiative is focussed on the development of specifications and supporting material to improve the electronic exchange of pathology and diagnostic imaging information.

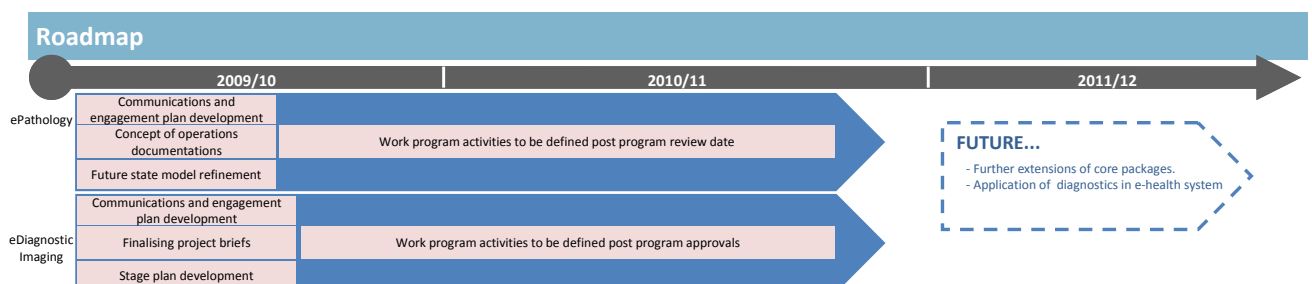
These will provide capability within the sector for a nationally consistent approach to electronic ordering, transmission, receipt and presentation of diagnostics related clinical information across the health sector.

Planned Actions

1. Validate and finalise the e-Pathology results reporting specifications;
2. Drive clinical endorsement of the e-Pathology results reporting specifications;
3. Perform implementation planning with subsequent support and learning;
4. Develop extensions to e-Pathology using a collaborative approach, based on industry driven priority areas such as requesting (ordering) and more specific structured reporting;
5. Develop e-Diagnostic Imaging specifications using a collaborative approach and supporting material based on priority areas identified by professionals and industry stakeholders; and
6. Identify and recommend implementation opportunities for e-Diagnostic Imaging.

Owner

Head of Solutions Development



3.3 Priority 3: Accelerate the adoption of e-health

The success of e-health in Australia is dependent on the uptake and adoption of the users of these systems and the wider community. Adoption of e-health ranges from implementing the new solutions, utilising electronic information exchange, to modification of work practices in order to gain the most benefit out of e-health.

This strategic priority focuses on initiatives which will increase the adoption rate for e-health in Australia, and driving awareness of the importance and benefits of e-health. This is closely linked to the “Change and Adoption” work stream outlined in the National E-Health Strategy.

The strategic initiatives that underpin this strategic priority are:

- 3.1 Enhance engagement and collaboration across the key stakeholder groups
- 3.2 Drive a shared understanding of e-health and its associated benefits across the Australian community
- 3.3 Foster workforce capacity and education to better utilise the priority e-health solutions
- 3.4 Understand and articulate how health processes should change with the implementation of the priority e-health solutions
- 3.5 Facilitate a coordinated national approach to e-health adoption

3.3.1 Anticipated Stakeholder Benefits

Consumers	<ul style="list-style-type: none"> ▪ The views and needs of consumers are represented in reference forums, so that these are addressed by the priority e-health solutions. ▪ Knowledge and understanding of e-health consumer benefits, addressing key concerns. Awareness of e-health activity and knowledge in safety and quality benefits as well as management of security and privacy. ▪ Confidence that practitioners have received the required training to utilise and maximise the benefits from e-health advancements. ▪ Better understanding and improved self management as a result of additional information access by consumers. ▪ Confidence that health information will be available to all providers regardless of geographic boundaries.
Providers	<ul style="list-style-type: none"> ▪ E-health solution development, introduction and evaluation is driven by the needs of the health professionals who use the system to improve the patient's care. ▪ Increased acceptance, awareness and adoption of e-health solutions. ▪ Improved safety and quality through improved access to information and reduction in administration and "red-tape" burden resulting in increased available consultation time. Uptake of other modalities of care delivery – e.g. telemedicine, email. ▪ Data entered with one health provider is available elsewhere, thereby reducing duplication and data errors. Improved safety and quality throughout the healthcare system. Improved access for rural communities. Jurisdictions can leverage solutions implemented elsewhere.
Funders	<ul style="list-style-type: none"> ▪ Confidence that investments made in e-health are soundly based on the needs of consumers and providers. ▪ Greater understanding of how e-health investment will derive benefits and improve allocation of resources. ▪ More efficient and effective healthcare workforce, resulting in improved resource management. ▪ Coordinated delivery resulting in economies of scale and efficiencies, benefits of which flow through to funders.
Policy Makers	<ul style="list-style-type: none"> ▪ Assurance that e-health solutions have been developed with input from the stakeholder groups, so that health policy addresses their needs. ▪ Benefits provided by e-health, such as improved data and information inform policy decisions. ▪ Access to better information regarding health practice changes, thus improving resource allocation across priority areas. Population/evidence-based data, indicators and benchmarks support informed decisions.
Industry	<ul style="list-style-type: none"> ▪ The views and needs of vendors are supported through representation in product development forums and consultation. ▪ Production of software releases, packages, updates is driven in accordance with the national agenda. Vendors understand the implications e-health has on the current landscape and how this will affect their business models. ▪ Opportunities to re-develop software and other support packages in order to best harness the benefits delivered. Market opportunity to focus on additional areas of improvement. ▪ Reduction of modifications for packages across boundaries, due to national standards and widespread adoption.

Table 3 - Stakeholder Benefits of Strategic Priority 3

3.3.2 Strategic Initiatives

Initiative 3.1 - Enhance engagement and collaboration across the key stakeholder groups

Rationale

Stakeholder engagement in the community and the broader health industry is essential to the uptake of e-health solutions. Engagement of stakeholders through reference groups, collaboration projects and partnering for implementation will increase the adoption and acceptance of e-health initiatives in Australia. This will provide feedback from the broader health industry to enhance the design and implementation of e-health solutions.

Description

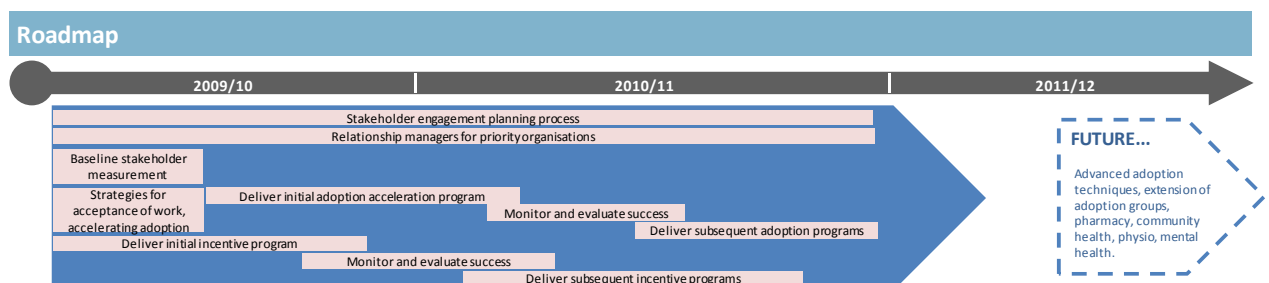
NEHTA's approach to engagement seeks to ensure that NEHTA's work is accepted by users and able to be implemented, and that Jurisdictions, private sector healthcare providers, vendors and other key stakeholders are aware of, and supportive of the priority e-health solutions.

Planned Actions

1. Establish a consistent approach to stakeholder engagement planning across NEHTA, identifying key stakeholders and targeting engagement channels, activities and tools – consistent approach to development of market plans;
2. Define strategies for increasing key stakeholder awareness and acceptance of NEHTA's work, including mechanisms for increasing collaboration with key stakeholders on the development of NEHTA's work products;
3. Assign relationship/account managers to priority stakeholder organisations to ensure accountability for coordinated communications and delivery against stakeholder plans;
4. Accelerate adoption in priority areas through the coordination of incentive programs, policy recommendations and funding models; and
5. Establish the baseline approach to stakeholder attitude measurement and reporting.

Owner

General Manager



Initiative 3.2 - Drive a shared understanding of e-health and its associated benefits across the Australian community

Rationale

The key mechanisms for driving change, increasing adoption rates, and maintaining momentum for e-health initiatives is delivered by highlighting the importance of benefits derived from the implementation of e-health and a deep understanding of the changes it will bring to the sector. The key to a successful adoption is consumer, provider and industry acceptance of the e-health implementations.

Description

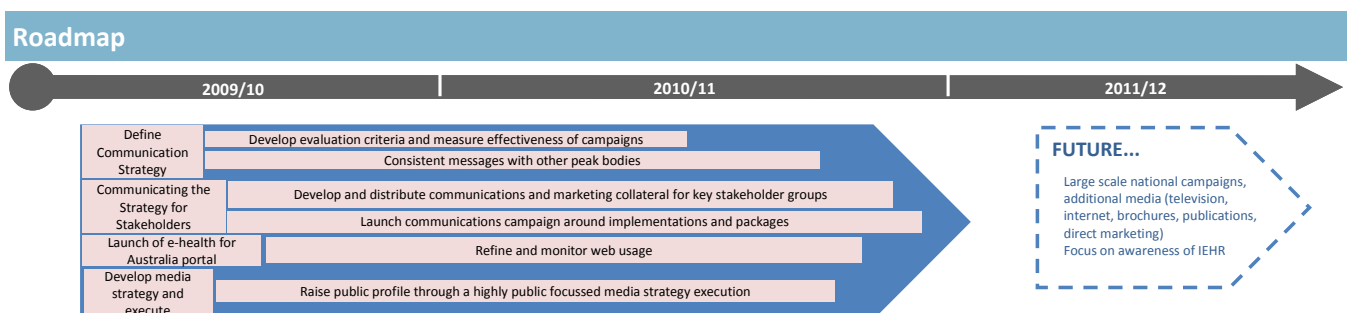
Design and implement national awareness campaigns that focus on communicating the scope and benefits of high priority e-health solutions to consumers and care providers. This initiative is focussed on broader marketing of e-health with its consumers.

Planned Actions

1. Engage in public consultation, with specific focus groups highlighting changes and associated benefits, and generating feedback;
2. Utilise existing website and distribute email campaigns to promote “consumer” and provider benefits. Continue launch of e-health for Australia portal;
3. Engage and utilise public awareness forums and summits to communicate with industry, manage concerns (such as privacy) and further enhance relationships with Jurisdictions and the private sector – such as e-health Communications Summit;
4. Communicate the NEHTA strategy in terms of how “it will be different” for stakeholders, ensuring messaging and terms are communicated consistently;
5. Work with other organisations involved in e-health, such as the Department of Health and Ageing (DOHA) and Australian Medical Association (AMA), to communicate consistent messaging, “right headlines”; and
6. Develop media strategy with immediate actions to increase effective media coverage of NEHTA.

Owner

Head of Public Affairs and Communications



Initiative 3.3 - Foster workforce capacity and education to better utilise the priority e-health solutions

Rationale

In order to support the National E-Health Strategy, and ensure a sustainable health system, there is a need to focus on the development of health IT resources. The focus should be on the importance of health IT as part of care provider training programs. This initiative is a critical success factor for e-health in Australia.

Description

The building of Australia's e-health skills capacity and capability will require the national coordination and development of an e-health workforce. The emphasis of these changes should be to strengthen the understanding of the importance and use of health IT as part of care provider training programs to equip the workforce of the future with the skills, experience and knowledge to apply e-health solutions in everyday practice. Health informaticians will require training and understanding of how their work will impact clinical delivery.

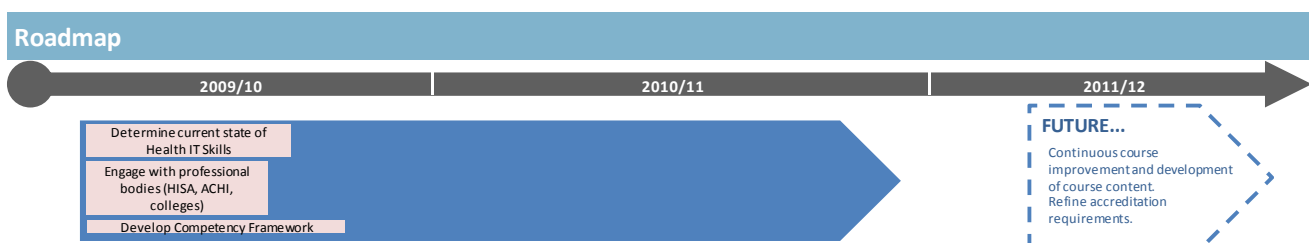
Planned Actions

1. Assisting in the development of an e-health competency framework –providing input on core skills required for health workers and health IT practitioners;
2. Orchestrate health information training for clinicians, including in universities, continuing education and in specialist health contexts (such as hospital emergency departments);
3. Determine target courses and commence discussion with educational institutions regarding input into course content and development;
4. Provide input to and assessment of the current state of health informatics in Australia and consult with relevant academics, peak bodies and health informatics practitioners (private and public sector) to understand industry and sector requirements; and
5. Work with existing professional bodies to influence the progression and type of content.

Owner

Head of Clinical Unit

Head of Strategy and E-Health Architecture



Initiative 3.4 - Understand and articulate how health processes should change with the implementation of the priority e-health solutions

Rationale

With more e-health solutions becoming widely available, GPs, specialists, pathology service providers, radiology service providers, pharmacists and professionals working in community settings will inevitably change the way they operate. A sound understanding of e-health software and solutions will enable healthcare professionals to optimise care processes and help capture a range of benefits.

Description

Health practice changes will occur in various care settings as a result of e-health. These need to be clearly understood and articulated in order to better equip stakeholders to design and implement the wide range of process improvements enabled by e-health.

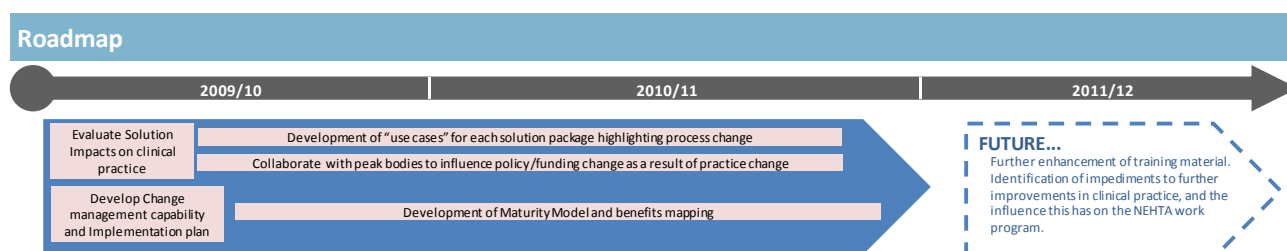
Planned Actions

1. Evaluation of the business architecture and solution implementations and their potential impacts on health practice;
2. Development and communication of "in use" scenarios of processes and investigation of how clinical processes may be improved by e-health implementations;
3. Through feedback of implementations, inform the "next generation of healthcare". i.e. additional/new ways of health practice; capture of "best practice" process improvements;
4. Liaising with DOHA, Clinical Reference Group, AMA, Australian Commission on Safety and Quality in Health Care (ACSQHC) and other bodies to develop enabling policies associated with practice improvement; and
5. Development of a maturity model for practice and process change. Articulating benefits achieved and ensuring continuous improvement.

Owner

Head of Clinical Unit

Head of Strategy and E-Health Architecture



Initiative 3.5 - Facilitate a coordinated national approach to e-health adoption

Rationale

There are an increasing number of e-health initiatives occurring in the public and private sectors, but these are often uncoordinated. Without coordination of e-health developments, a national e-health solution which is scalable and interoperable across all sectors will be fragmented and increasingly difficult to implement.

Description

This strategic initiative is focused on ensuring that regional implementation is aligned with activity on a national level where possible, and developing an approach which will allow the different areas of the health sector to adopt priority solutions. NEHTA has a key role in supporting the implementation of priority solutions across the public and private sectors, and in particular fostering and supporting early opportunities to implement NEHTA's work.

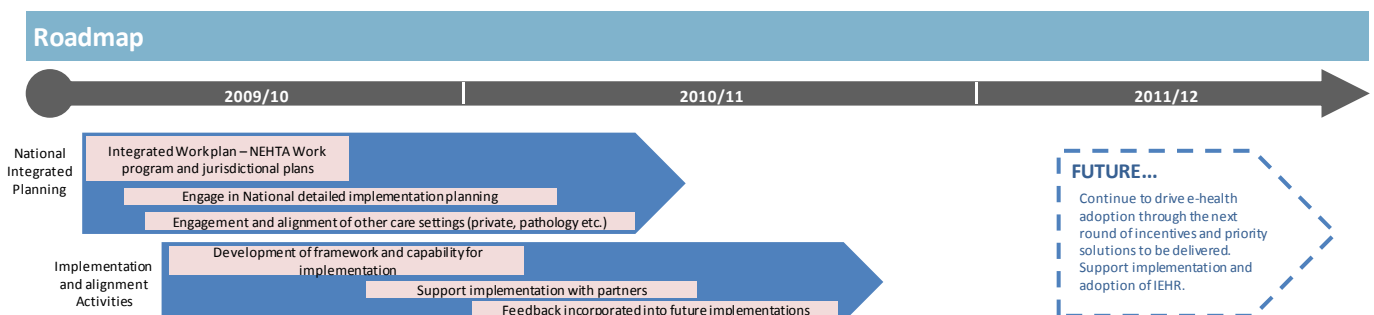
Planned Actions

1. Development of an integrated plan, aligning the NEHTA work program to public and private sector programs. Supporting the implementation of the public and private systems with NEHTA specifications;
2. Define a framework and capability for implementation, a consistent approach to develop opportunities in the market, and drive implementation of NEHTA solutions – including funding, evaluation and implementation planning; and
3. Supporting implementations with collaboration partners and ensuring “lessons learnt” are leveraged across other implementations.

Owner

General Manager

Head of Strategy and E-Health Architecture



3.4 Priority 4: Lead the progression of e-health in Australia

NEHTA is in a unique position to drive the e-health agenda in Australia. As the key organisation developing the solutions and driving adoption amongst the stakeholder groups, NEHTA has an overarching sense of the landscape of e-health, both nationally and internationally.

This places NEHTA in a strong position to orchestrate key activities and inform key decisions relating to e-health in Australia. This strategic priority is closely linked to the “Governance” work stream outlined in the National E-Health Strategy.

The strategic initiatives that underpin this strategic priority are:

- 4.1 Articulate the application of e-health across Australia’s healthcare system
- 4.2 Evaluate and communicate the outcomes delivered by the priority e-health solutions
- 4.3 Shape the development of legislation, regulation and policy relating to e-health and privacy
- 4.4 Promote opportunities created by e-health
- 4.5 Participate and collaborate in relevant national and international forums

3.4.1 Anticipated Stakeholder Benefits

Consumers	<ul style="list-style-type: none"> Understand the broader e-health changes planned and how they beneficially impact their future healthcare. Understand benefits achieved not just from the overall IEHR but also the individual packages. Confidence that a framework informs the e-health agenda, ensuring continuous improvement. The integrity, privacy and security of personal healthcare information is substantially improved. The benefits of the system are becoming increasingly demonstrable as the system progressively moves to its full potential. Australia is up to date and participating in driving international healthcare.
Providers	<ul style="list-style-type: none"> Greater understanding of how specific e-health solutions are impacting practice across multiple care settings and an understanding of when changes are expected to occur. Communicated benefits increase adoption among providers, increasing the number of users and allowing even more efficiency gains. Consistent understanding and adoption of the confidentiality, privacy policy and medico-legal framework under which information is stored, managed, shared and used. Continued support for implementation of e-health systems, based on appreciation of opportunities to benefit health outcomes for patients. Best available evidence, quality measures and benchmarks are widely used. Assurance that Australia is providing and adopting world leading practice information and standards in order to deliver e-health solutions.
Funders	<ul style="list-style-type: none"> Clear articulation of how funding is being distributed in the context of e-health and how solutions are contributing to a broader IEHR for Australia. Information on benefits assists in future funding and allocation of funding. Funding is more responsive to improved and informed policy and regulatory guidelines around the e-health packages. Overseas experience is used to understand lessons learnt and to inform the scale and rate of implementations.
Policy Makers	<ul style="list-style-type: none"> Greater understanding of how different aspects of e-health fit together, providing the ability to make better informed policy decisions. Improved understanding of decision making through captured data and a consistent focus on high impact/benefit areas. Consistent privacy and information protection regimes have been agreed and implemented across all States and Territories. Widespread understanding of policy and regulatory requirements and implications from international experience.
Industry	<ul style="list-style-type: none"> Understanding of the broader e-health vision and greater visibility of the e-health landscape enables industry to plan for, and implement, new product and service offerings. Future initiatives continue to drive opportunities for products and services. International standards have been adopted in Australia, allowing for ease of market entry, and minimal modification of products across geographic boundaries.

Table 4 - Stakeholder Benefits of Strategic Priority 4

3.4.2 Strategic Initiatives

Initiative 4.1 - Articulate the application of e-health across Australia's healthcare system

Rationale

Defining the landscape and overall end-to end application of e-health is essential to ensure that solutions across industry, healthcare sectors and geographical boundaries all work toward a common goal. The current Australian e-health landscape is characterised by very strong support and enthusiasm for national action. By advocating for a national consistency NEHTA will be able to reduce the risk of continuing complexity and the inefficiencies that flow from the large number of discrete e-health initiatives simultaneously occurring across the health sector.

Description

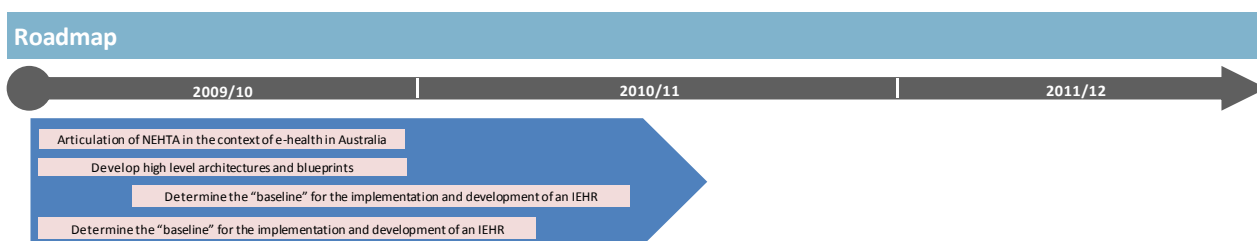
As the lead organisation supporting the national vision for e-health it is essential that NEHTA articulate the end-to-end application of e-health solutions in the broader e-health system. This is required in order to communicate the broader activity around e-health nationally, demonstrate how seemingly isolated projects integrate, and to understand how these e-health applications will form a foundation for an IEHR.

Planned Actions

1. Clearly articulate NEHTA's position and role in the context of e-health in Australia and communicate NEHTA's high level strategy;
2. Highlight how e-health foundations and solution projects will contribute to an eventual IEHR for Australia through high-level e-health architectures and blueprints;
3. Determine the "baseline" for the implementation and development of an IEHR;
4. Define the information model which underpins the business and technical architectures; and
5. Investigate economic and financial implications of an IEHR implementation.

Owner

Head of Strategy and E-Health Architecture



Initiative 4.2 - Evaluate and communicate the outcomes delivered by the priority e-health solutions

Rationale

A clear articulation of the immediate, short term and long term outcomes that will be delivered through e-health is essential to ensure ongoing support and funding for NEHTA's essential work programs. Clinical outcomes are primary, although cost improvements and efficiency gains should also be captured, evaluated and communicated.

Description

A framework is essential for capturing and reporting outcomes and benefits delivered through the implementation of e-health initiatives. Data capture is extremely important due to the embryonic nature of some e-health solutions. A comprehensive approach to evaluation, and development of key metrics, will need to be developed in order to comprehensively capture benefits such as better access to information, better health outcomes, process efficiency gains and quality and safety improvements.

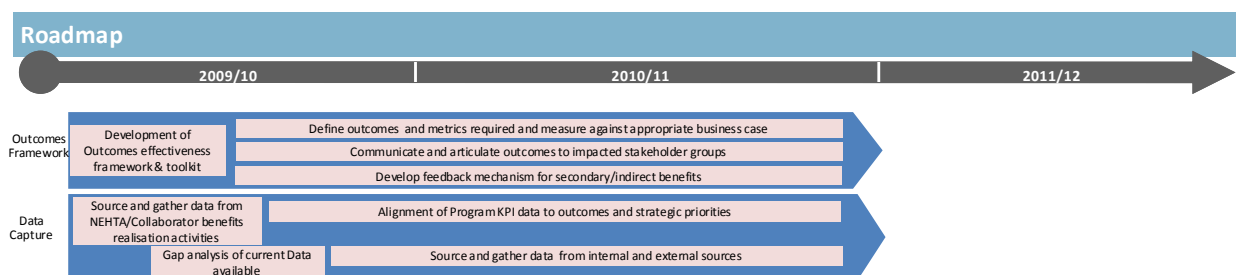
Planned Actions

1. Develop the framework and toolkit for measuring the outcomes of e-health solutions and processes – defining the outcomes;
2. Define metrics required to measure success against appropriate business case/s;
3. Investigate and identify internal and external data sources such as DOHA, Australian Institute of Health and Welfare, Medicare, Australian Bureau of Statistics and ACSQHC. Refine metrics and conduct a gap analysis;
4. Source and gather data, including KPI's from the NEHTA work program and jurisdictional/collaborator benefits realisation activities;
5. Communicate and articulate outcomes to impacted stakeholder groups; and
6. Develop a feedback mechanism for assessment and investigation of secondary/indirect benefits.

Owner

Head of Strategy and E-Health Architecture

Head of Clinical Unit



Initiative 4.3 - Shape the development of legislation, regulation and policy relating to e-health and privacy

Rationale

The successful uptake of e-health by individuals and providers will be dependent upon ensuring that information, as well as access to health information, will be underpinned by robust and appropriate privacy legislation as well as support and advice to minimise medico-legal consequences and misunderstandings.

The implementation of a consistent national health information legislative framework is critical in ensuring private and confidential information exchanged across the health sector is used appropriately and is secure. This is critical to ensure that information is able to be disclosed, recorded, accessed and shared, with all stakeholders having confidence that it is secure and only able to be accessed by authorised parties for proper purposes.

Description

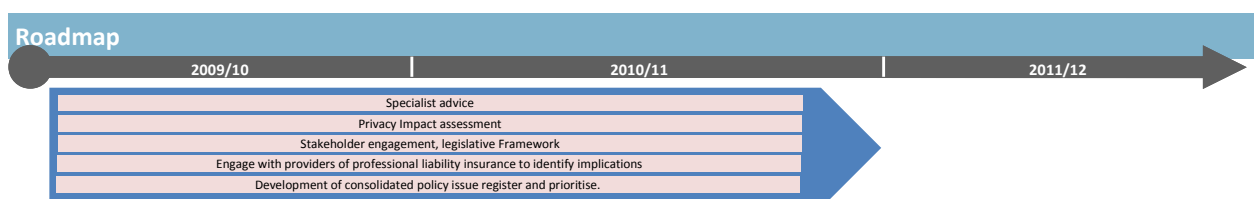
NEHTA is in a unique position to assist in influencing key e-health policy, regulation and legislation to ensure a consistent national approach to confidentiality, privacy, access, security and consent is occurring to enable information to be captured and shared with confidence in its integrity and safety across the health sector. The potential benefits for both individuals and their care providers can only be realised by adhering to principles of risk management and a practice compliance framework to ensure medico-legal components of healthcare are addressed.

Planned Actions

1. Proactively engage with key stakeholder representatives and key decision makers to contribute to the development of a consistent national legislative framework for information protection, privacy, confidentiality, consent and medico-legal risk management (stakeholder engagement plan on policy and privacy);
2. Provide advice on commissioning privacy impact assessments, delineate potential implications of these and provide advice and support to address these;
3. Develop an end-to-end map of legislative requirements, and a consolidated policy issue register and associated action plan;
4. Provide specialist advice on privacy, legal policy and governance issues across NEHTA; and
5. Engage with providers of professional liability insurance, in particular Medical Defence Organisations and other related stakeholders, to identify, analyse and discuss implications and provide solutions through a risk management and compliance framework.

Owner

Chief Financial Officer and Company Secretary



Initiative 4.4 - Promote opportunities created by e-health

Rationale

A successful and sustainable e-health system in Australia will require continued innovation in many areas including solution design, foundational infrastructure, policy and adoption techniques. NEHTA needs to encourage future reform and continued improvement in order to achieve its mission.

Description

Utilising NEHTA's expertise in the e-health arena - provide input, experience and knowledge to further influence and develop e-health initiatives in Australia.

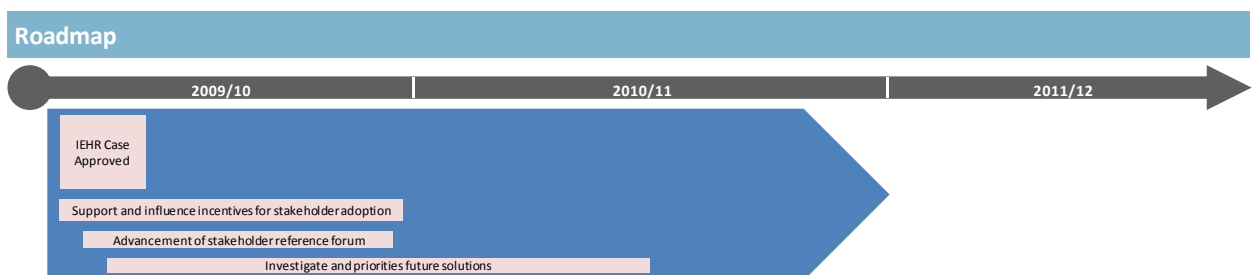
Planned Actions

1. Supporting and responding to IEHR Business Case – this activity is aimed at increasing the chance of the pending approval of Current Business case for an IEHR service in Australia;
2. Understanding of the e-health landscape in Australia and how it will be delivered nationally, including the National Broadband Network, e-Commerce capabilities;
3. Informing the next round of financial and non-financial incentives for e-health uptake;
4. Development of NEHTA Strategy post 2012; and
5. Identify and remain informed of the future directions for e-health – coordination of care, care planning, e-research, notifications, population health surveillance, Clinical decision support tools, telemedicine, telemedcare, telesurgery and other secondary applications.

Owner

Head of Strategy and E-Health Architecture

Head of Clinical Unit



Initiative 4.5 - Participate and collaborate in relevant national and international forums

Rationale

Alongside collaboration with Jurisdictions, industry representatives and private health, NEHTA has a role to play in governance forums spanning local, jurisdictional, national and international boundaries. This is essential in order to ensure best practices are captured and applied at all levels, and informed decisions (lessons learnt) are scalable and leveraged – as opposed to reinventing.

Description

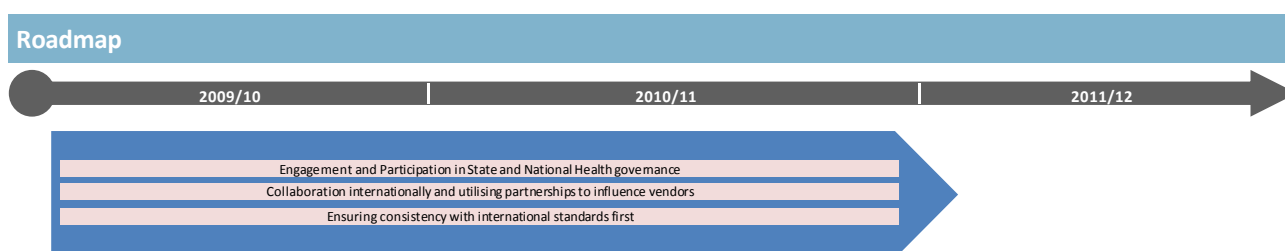
As the peak body representing e-health in Australia, NEHTA must engage and collaborate in multiple forums in order to influence, learn, communicate and inform on matters relating to e-health.

Planned Actions

1. Engagement and participation in key Australian health governance committees in order to influence strategic directions and inform practice change including system and process change;
2. Participation in international governance and collaboration forums, keeping up to date with the latest developments in e-health internationally, and gaining insight into lessons learnt from other countries;
3. Forming partnerships with other countries, standards bodies and relevant organisations in order to leverage international investment and influence vendors; and
4. Consistency in ensuring that Australian standards on interoperability and communication conform to international standards (develop local standards only when required).

Owner

Head of Strategy and E-Health Architecture



4 Alignment to the National E-Health Strategy

The NEHTA Strategic Plan draws upon previous strategy documents which have been instrumental in the progression of e-health in Australia. This section highlights the correlation between the NEHTA Strategic Plan and the National E-Health Strategy.

The National E-Health Strategy endorsed by Australian Health Ministers in 2008 describes a series of recommendations to be implemented across four work streams: Foundations, E-Health Solutions, Change and Adoption, and Governance.

The diagram below highlights the alignment of NEHTA's four priority areas to the National E-Health Strategy's work streams.

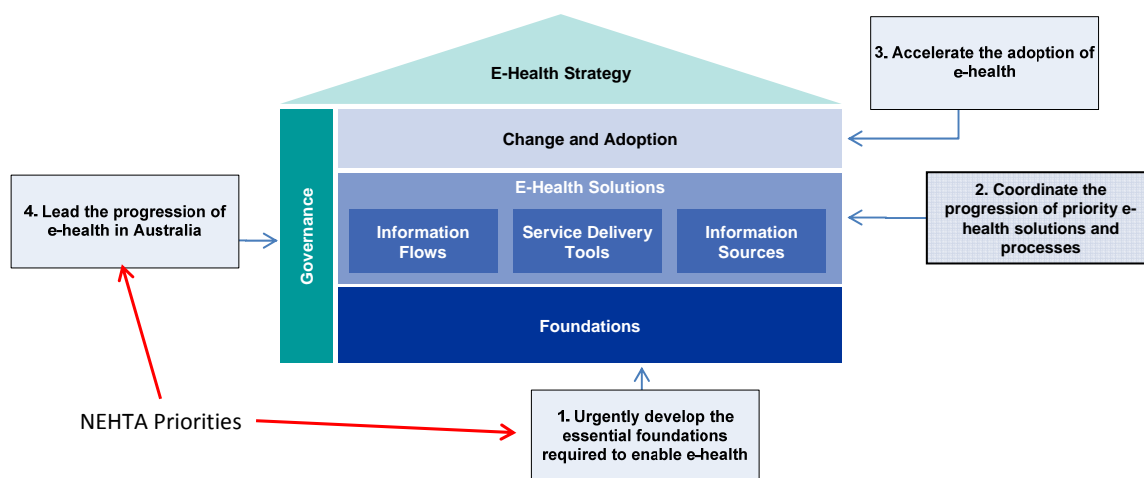


Figure 3 - Alignment of Strategic Priorities to work streams in the National E-Health Strategy

Each of the work streams in the National E-Health strategy is underpinned by a set of recommendations – in a similar way Strategic Initiatives support the Strategic Priorities in the NEHTA Strategic Plan. It is important to note that NEHTA is not responsible to deliver all aspects of the National E-health Strategy; the table on the following page demonstrates which recommendations are currently captured in NEHTA's Strategic Plan.

National E-Health Strategy Recommendations		Recommendation addressed?	NEHTA Strategic Initiatives
R-1	Implement a set of national E-Health foundations to provide a platform for health information exchange across geographic and health sector boundaries.		
R 1.1	Design and implement a national solution to enable the unique identification and authentication of Australian consumers and care providers.	Yes	1.2 Deliver the national Health Identification solutions.
R 1.2	Design and implement a consistent national legislative framework for information protection, privacy and consent.	Partial	4.3 Shape the development of legislation, regulation and policy relating to e-health and privacy.
R 1.3	Design and implement national E-Health information standards for data and message structures, coding and terminologies and information display.	Yes	1.1 Contribute to the establishment and adoption of e-health Standards - in collaboration with the relevant standards communities. 1.3 Deliver enablers for secure information exchange; including secure messaging and NASH. 1.4 Establish and operate a National Clinical Terminology and Information service. 1.6 Establish an agreed compliance and certification function. 4.5 Participate and collaborate in relevant national and international forums.
R 1.4	Establish mechanisms to encourage care providers to invest in the implementation and maintenance of an acceptable baseline of computing infrastructure.	Partial	3.5 Facilitate a coordinated national approach to e-health adoption.
R 1.5	Coordinate the rollout of appropriate national broadband services to all care providers.	No	-
R-2	Foster and accelerate the delivery of high priority E-Health solutions by vendors and care provider organizations in a nationally aligned manner.		
R 2.1	Establish a national fund to encourage investment in the development and deployment of high priority, standards compliant and scalable E-health solutions.	No	-
R 2.2	Establish a national compliance function to test and certify that E-Health solutions comply with national E-Health standards, rules and protocols.	Yes	1.6 Establish an agreed compliance and certification function.
R 2.3	Adopt a nationally coordinated approach to the development of consumer and care provider health information portals and an electronic prescriptions service.	Partial	2.2 Enable safer and improved Medication Management.
R 2.4	Adopt an incremental and distributed approach to development of national individual electronic health records (IEHRs).	Yes	2.1 Enable improved Continuity and Co-ordination of Care through clinical information transfer. 2.3 Enable improved access to and use of diagnostic information. 4.1 Articulate the application of e-health across Australia's healthcare system.
R-3	Encourage health care participants to adopt and use high priority E-Health solutions and modify their work practices to support these solutions.		
R 3.1	Design and implement national awareness campaigns that focus on communicating the scope and benefits of high priority solutions to consumers and care providers.	Yes	3.2 Drive a shared understanding of e-health and its associated benefits across the Australian community. 4.2 Evaluate and communicate the outcomes delivered by the priority e-health solutions. 4.4 Promote opportunities created by e-health.
R 3.2	Establish financial incentive programs, targeted primarily at key private provider segments, to encourage the adoption and use of high priority E-Health solutions.	Partial	3.1 Enhance engagement and collaboration across key stakeholder groups. 3.5 Facilitate a co-ordinated national approach to e-health adoption.
R-3.3	Facilitate changes to national care provider accreditation regimes to make the adoption and use of E-Health solutions a core accreditation requirement.	Partial	3.4 Understand and articulate how health process should change with the implementation of the priority e-health solutions. 1.6 Establish an agreed compliance and certification function.
R 3.4	Implement changes to vocational and tertiary training programs to increase the number of skilled, nationally available E-Health practitioners.	Partial	3.3 Foster workforce capacity and education to better utilise the priority e-health solutions.
R 3.5	Establish national E-Health stakeholder reference forums and working groups with cross sectoral representation and clearly defined objectives and goals.	Yes	3.1 Enhance engagement and collaboration across key stakeholder groups.
R-4	Develop a governance regime which allows strong coordination, visibility and oversight of national E-Health work program activities.		
R 4.1	Establish a national E-Health governing board that reports to AHMC, has an independent chair and has a breadth of cross sectoral stakeholder representation.		NEHTA does not currently have a role in setting governance arrangements. However, NEHTA does have a role in informing, promoting and communicating the best practices, outcomes and opportunities which are presented as a result of e-health. Strategic initiatives relating to these areas are found in Strategic Priority 4 of NEHTA's strategic plan.
R 4.2	Establish an independent national E-Health regulation function to implement and enforce national E-Health regulatory frameworks.		
R 4.3	Establish a national E-Health entity incorporating strategy, investment management, work program execution, standards development and compliance functions.		
R 4.4	Leverage NEHTA to establish the new entity and undertake a transition process to address changes to accountabilities, brand, culture, resources and operating model.		

Table 5 - Alignment of the National E-Health strategy to the NEHTA Strategic Plan

5 Strategic Roadmap

A strategic roadmap has been developed to highlight the key activities in each of the strategic priorities. The roadmap is a useful tool which can be used among the key stakeholders to get an overview of NEHTA specific activity, determine which functions may be of specific importance and indicative timeframes as to when this may occur.

A detailed roadmap highlighting some key milestones can be found in Appendix C.

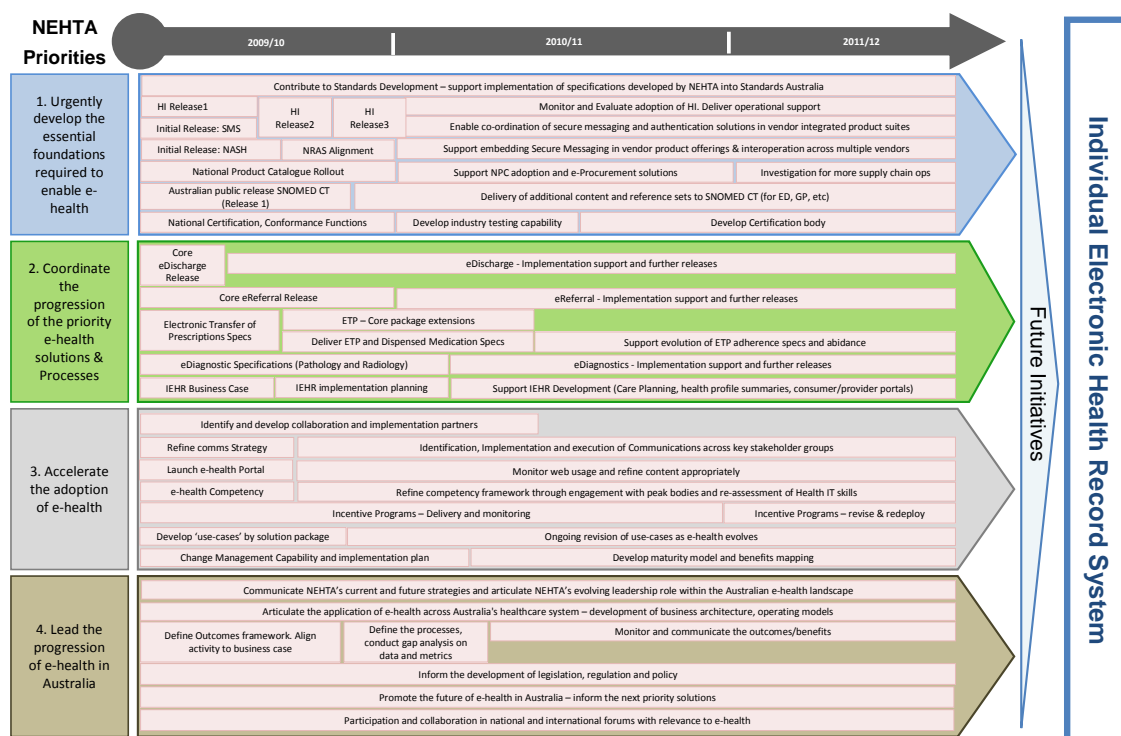


Table 6 - NEHTA Strategic Roadmap

In executing the Strategic Plan over a three year period, specific milestones will be achieved through the delivery of NEHTA work products. Listed below are the main achievements that will be delivered over the next three years:

5.1 Foundation Delivery (2009/10)

- Development and execution of the NEHTA Strategic Plan – including internal and external communication, capability development program, business architectures and outcomes realisation model;
- Office Model Release of Healthcare Identifiers and associated authentication mechanism in December 2009;
- Early Adopter Collaborations Release of Healthcare Identifiers and associated authentication mechanism in April 2010;
- First consolidated version of SNOMED CT for Australia allowing development of Australian preferred terms to be referenced by providers;
- 50 leading health product vendors to have their products on NEHTA's NPC; and
- Electronic transfer of prescriptions from general practice to pharmacy and specifications released for implementation in products.

5.2 Enhanced delivery and collaborations (2010/11)

- Core packages released containing base data elements for discharge summaries and referrals;
- Fast Follower Collaborations Release of Healthcare Identifiers and associated authentication mechanism in July 2010;
- Enhanced secure messaging specifications released;
- Increased number of collaboration projects (WA, Qld Health, SA Health); and
- Development of the national conformance and certification functions and industry testing capability for vendors.

5.3 Implementation (2011/12)

- Implementation support of major packages in public and in private care settings; and
- NEHTA specifications become Australian standards and are embedded in vendor products.

Appendix A – Sources of Information

Listed below is a list of resource documentation used to develop parts of NEHTA's Strategic Plan:

Australian Health Ministers' Conference, 2008, *National E-Health Strategy*.

Booz & Company, 2008, *Discussion Paper - E-Health: Enabler for Australia's Health Reform*.

National E-Health Transition Authority, 2006, *National E-Health Transition Authority Annual Report 2005-06*.

National E-Health Transition Authority, 2007, *National E-Health Transition Authority Annual Report 2006-07*.

National E-Health Transition Authority, 2008, *National E-Health Transition Authority Annual Report 2007-08*.

National E-Health Transition Authority, 2008, *Constitution of National E-Health Transition Authority Limited*.

National Health and Hospitals Reform Commission, 2009, *Person-Controlled Electronic Health Records*.

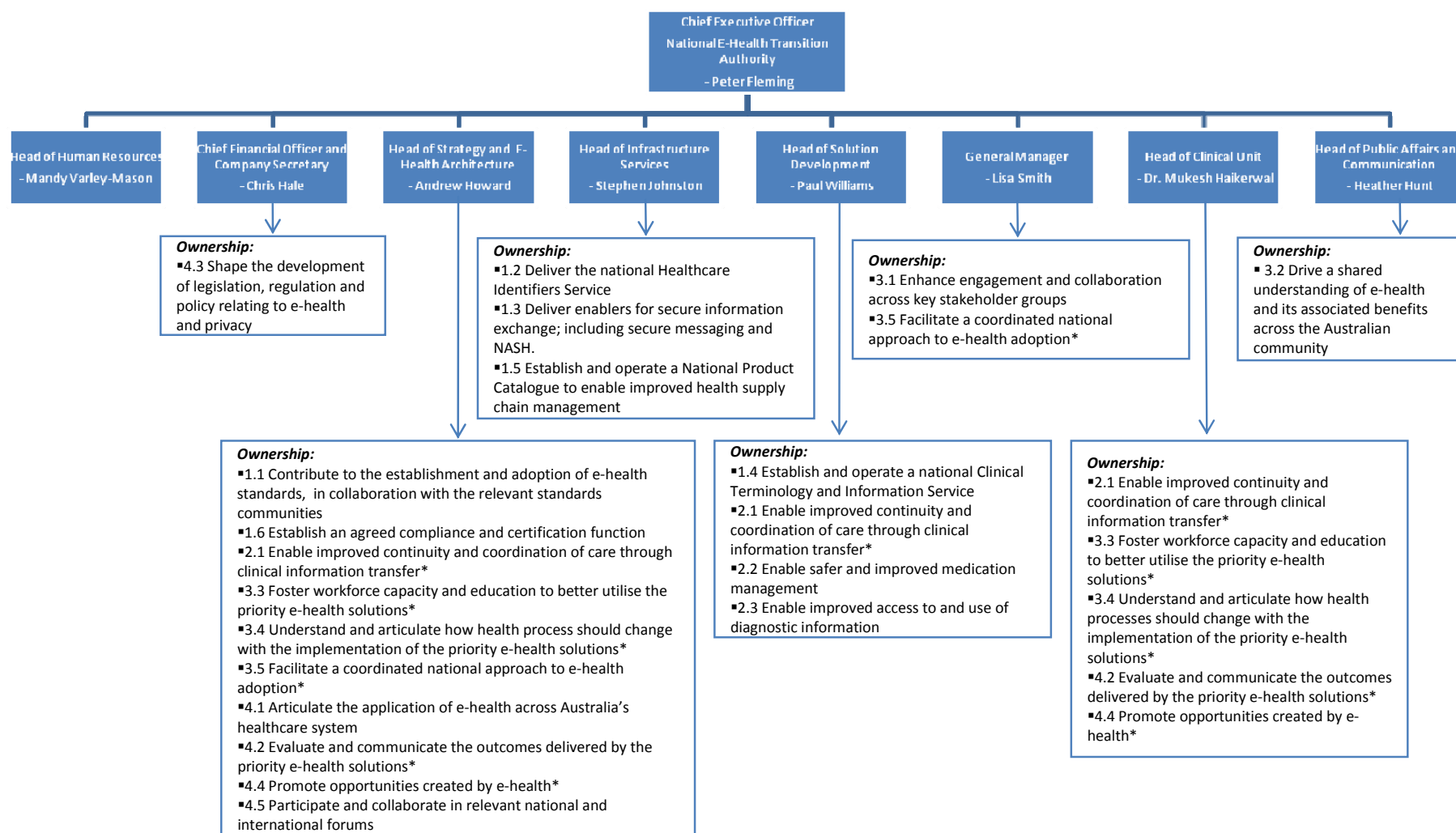
The Boston Consulting Group, 2004, *National Health Information Management and Information & Communications Technology Strategy*.

The Boston Consulting Group, 2007, *NEHTA Review*.

The National Health Information Management Principal Committee, 2007, *Strategic Work Plan 2007-08 to 2012-13*.

Australian General Practice Network, 2007, *Information Management Policy*.

Appendix B – Organisational Chart - Strategic initiative ownership



Note: * Denotes shared ownership of initiative

Appendix C – Strategic Roadmap

